

---

**TO:** Matthias Wenzel, SAP Interest Group Chair

**FROM:** Peer Fiss, University of Southern California  
Chair, Division and Interest Group Relations (DIGR) Committee

**CC:** DIGR Committee Members:  
Jill Ellingson, University of Kansas (DIG Leader, Past Chair, HR Division)  
dt ogilvie, Rochester Institute of Technology (BOG Representative at Large)  
Christopher Tucci, Imperial College London (BOG Vice President-Elect)  
Bradley Kirkman, North Carolina State University (DIG Leader, Past Chair, OB Division)  
Michelle Westermann-Behaylo, University of Amsterdam (DIG Leader, Past Chair, SIM Division)  
Ann Scheck McAlearney, The Ohio State University (BOG Representative at Large)

**DATE:** 13 May 2026

**RE:** BOG Feedback on the SAP Interest Group's 3-Year Strategic Report

---

Dear Matthias and SAP Interest Group Review Team,

Congratulations! On behalf of the Academy of Management Board, I am pleased to share that the Strategizing Activities and Practices (SAP) Interest Group has been renewed for another three years. The DIGR Committee concluded that the SAP Interest Group is in excellent shape, with a vibrant and engaged global community, a strong financial position, and a well-developed strategic planning process that reflects genuine member input. The committee was particularly impressed by the IG's innovative programming portfolio, its year-round engagement model, and its exemplary external collaborations with non-AOM scholarly communities. At the same time, the committee identified a small number of areas—particularly around intellectual identity, volunteer sustainability, and accountability mechanisms—that merit attention as the IG continues to grow and evolve.

Below we summarize the DIGR committee's thoughts based on our review of your report and the accompanying data. In reviewing each of the DIG reports, DIGR committee members were asked to identify what they see as strengths, challenges or concerns, as well as to offer recommendations for strategic actions or efforts that lessen these concerns. The goal of the committee was to review the general health of each DIG and to use the review process to help the DIG think strategically and develop in ways that serve its members and the larger AOM collective. Taking this into consideration, we offer further strategic and tactical recommendations that the DIGs may wish to consider as they move forward with their plans in the coming three years. Enclosed, please find the review feedback for your DIG.

Please recall that an important element of the review process is for DIG leaders to share the report and review results in an open letter to their membership, via the website or email.

Thank you again for the effort you invested in the 3-year review. We hope the review has provided an opportunity to reflect on the state of the interest group, areas of strength, and opportunities to further enhance members' experiences. We value the activities and services that the interest group provides for the Academy of Management and its members, and look forward to the interest group's continued development.

---

### **2026 Review of the Strategizing Activities and Practices (SAP) Interest Group**

The following review outlines the SAP Interest Group's key strengths, highlights current and emerging challenges, and offers targeted recommendations to support the division's continued growth and impact.

#### **STRENGTHS**

- Strong financial health, with operating funds up 28%, complemented by a rich year-round programming portfolio including the Reading Club, SAP Global Citizen Program, webinars, and the "SAP meets" series.
- Well-functioning strategic planning process, characterized by monthly executive team engagement, a participatory strategy workshop, and strong self-awareness grounded in member input.
- Vibrant sense of community and impressive international reach, with a global membership footprint that surpasses the AOM-wide levels, and active regional communities in Latin America, South Africa, and India.
- Innovative collaborative practices, including joint activities with non-AOM communities such as the SAP Community Day at EGOS, the Strategy Practice IG at SMS, and a shared mentoring program and newsletter.

#### **CHALLENGES**

- The IG's intellectual identity and boundaries are somewhat ambiguous, particularly given the tension between a narrower "strategy as practice" focus and a broader organizational practices orientation, and the complex relationship with the STR Division.
- Mechanisms for tracking progress and ensuring accountability for goal achievement are not yet fully developed.
- The IG's programming and engagement model is dependent on high levels of volunteer engagement that may not be sustainable as the IG continues to scale.



## **RECOMMENDATIONS**

- Clarify and actively communicate the IG's intellectual identity through a multi-channel strategy that goes beyond the domain statement amendment, helping members and prospective members understand what SAP distinctively offers.
- Translate the three strategic goals into specific deliverables with assigned ownership, measurable milestones, and a regular review process to ensure accountability.
- Develop a volunteer management and succession planning system to sustain the IG's ambitious programming as it grows, and administer the next member survey to gather updated, fine-grained data on member needs and IG health.
- Complete pending governance tasks in a timely manner, including updating the website self-description, finalizing the evaluation of officer roles and responsibilities, and proposing any resulting bylaw amendments.

## **CONCLUSION**

The SAP Interest Group stands out as one of the most dynamic and globally engaged communities within AOM, with a track record of innovation, strong member identification, and thoughtful leadership that serves as a model for other Interest Groups. The strategic plan is ambitious yet grounded, and the DIGR Committee is confident that the IG has the capacity and commitment to achieve its goals over the next three years. We look forward to seeing the IG build on its considerable strengths, and particularly to the continued evolution of its global community-building efforts and its clarification of a distinctive intellectual identity for the field.

